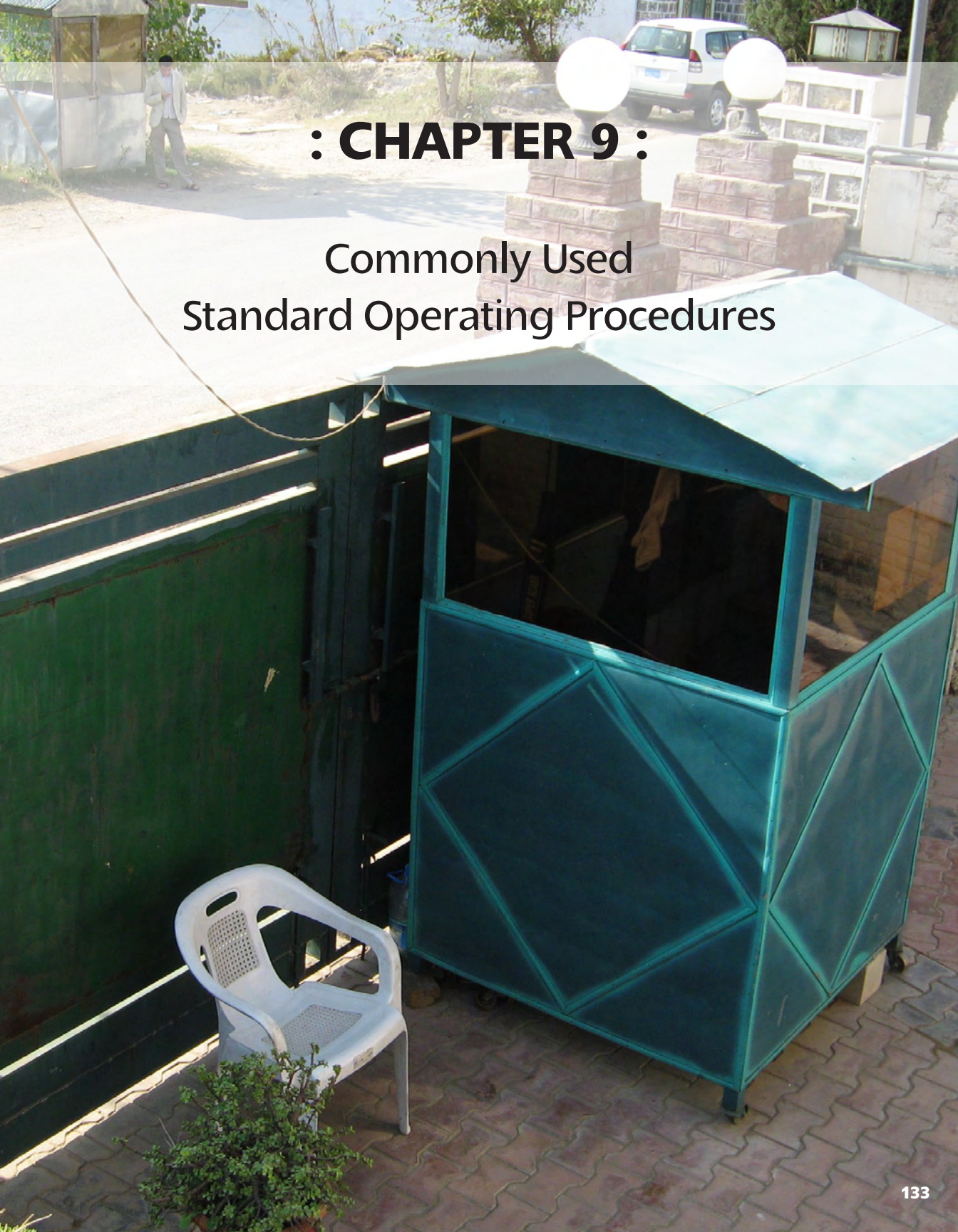


: CHAPTER 9 :

Commonly Used Standard Operating Procedures



: NOTES :

Commonly Used Standard Operating Procedures



Standard Operating Procedures (SOPs) are policies, procedures and guidelines that the country program puts in place to prevent the most common safety and security incidents from occurring and/or to mitigate the impact of a safety or security event if it does occur. SOPs follow directly from the Threat, Vulnerability and Risk Assessment conducted for a specific context. Broad participation by national as well as international staff, female as well as male staff, in the identification of SOPs ensures that the policies and procedures put into place: 1) respond effectively to reduce the specific risk in that specific context; 2) are practical and feasible; 3) are in line with the local culture; and 4) will be complied with. SOPs are not identical in every context, but should be tailored to the specific nature of security threats in a given environment, and considering the unique exposure of CRS personnel, assets, and programs to those threats. There are however some standard categories of SOPs that should be addressed in each country Field Security Plan.

Standard Operating Procedures should address the following categories:

General Security Rules (or “Golden Rules”)

- Personal security Do’s and Don’ts.
 - These may include behaviors that should be promoted or avoided as a general rule of security.
 - These also include behaviors that should be promoted or avoided due to local cultural norms.

Staff Movement

- Standard operating procedures - travel authorization, route verification, general travel policies (e.g. no travel after dark, use of logo or not).
- Movement in town.
- Movement outside of town and in rural areas.
- Maps of any no-go roads/zones.
- Approaching checkpoints.
- Response in case of car accident.
- Radio procedures for trips to the field.
- Kit for vehicle (basic first aid and spare parts).
- Convoy procedures.

Radio and Other Communications

- Rules for using radios in crisis situations.
- CRS radio checks and protocols.
- Radio protocol and channels for other organizations.
- Important frequencies and call signs.
- Other communications policies.

Management of Offices and Residences

- Management of personnel concerned with security.
- Maintaining a list of emergency stocks per location (if relevant).
- Policy regarding safe rooms, (if relevant).
- Fire safety.
- Office access control procedures, including ID cards and key management.
- Cash and confidential documents management.
- Expatriate residence security considerations.

Staff Health

- Health risks and how to prevent them.
- Vaccinations required.
- List of mental/physical health services available locally.
- Maintaining confidentiality of health information.

Other (as relevant)



Some examples of Commonly Used Standard Operating Procedures from actual country program Field Security Plans are included below. This list is not intended to be exhaustive, nor definitive. While these SOPs are for specific country contexts, they are not meant to be cut and pasted into all field security plans, only to suggest what types of categories of procedures might be included in a country or sub-office plan. It is the responsibility of Country Representatives and security point persons to ensure that SOPs directly respond to the unique context of the country or region in question.



GENERAL SECURITY GUIDELINES OR “GOLDEN RULES”

Personal Security

- Staff must always avoid civil disturbances, protests, and traffic accident or crime scenes. If a large group of people is protesting, leave the place in the opposite direction. If it is not possible, enter a building and wait for calm to be re-established.
- Do not display a large amount of cash in public; keep a small amount of cash in a wallet for making purchases. Do not wear ostentatiously expensive jewelry or watches.
- Do not draw attention to yourself.
- When out and about, walk confidently and know where you are going before you set out. Behave as if you know where you are going even if it is not the case.
- Do not get angry or shout with people you do not know. If you are involved in any sort of confrontation, such as a car accident, be polite and restrained.
- Never carry any weapons. CRS policy forbids the carrying of guns.
- Carrying a weapon is forbidden in Egypt. Egyptian law also requires that both Egyptians and foreigners carry official identification at all times. Official identification is a passport or CRS ID card for residents.
 - These restrictions may be similar in other countries. Be informed.
- All staff should keep a list of important telephone numbers at home and on their mobile.

Photographic Equipment: Do not take photos of military, police, government, or religious structures or personnel. Do not take photographs of individuals, especially women, without their prior approval, nor of things/places without approval of locals/authorities.

Public Discussions/Phone Conversations: CRS staff should avoid discussions of the political, religious and/or military situation in the country when in public places or in the presence of strangers. When visiting rural field locations, staff should limit public phone conversations and always maintain a calm, level tone of voice.

If CRS staff is involved in any security incident, be it home invasion, pick-pocketing, theft, hijacking, car theft or if personal attack takes place:

- To the extent possible, comply with all instructions of the assailant.
- Speak only when spoken to.
- Move slowly.
- Avoid extended eye contact with assailant.
- Handover all material items and cash when demanded.
- Keep your hands in sight.
- In a vehicle, if you have to release your seat belt, inform them of your intention.
- Contact the CR or her/his representative as soon as possible.

STAFF MOVEMENT

Personal Movement/Documents:

- All CRS staff is required to always carry their CRS ID card, emergency medical information, valid driver's license, and updated Constant Companion Card.
- All CRS International Staff are advised to keep their personal documents, especially passport with visa and vaccination card, up to date and stored in a safe but accessible location. Additional copies of personal documents are kept on file in the program office and in the sub-office duty station.
- International staff and visitors shall provide and maintain at all times:
 - Photocopy of personal ID and visa pages from passport.
 - Constant Companion Card.
 - A minimum of US\$ 100 in local currency.
 - Cell phone.

Employee Locator for National and International Staff

Full compliance with the CRS Agency Employee "Locator" is a critical part of the CRS security management system. Information entered into the Locator automatically appears on the Agency CRS Staff Safety and Security Portal, showing staff "Away" from post, and/or "Visiting" travel destinations. Some guidance for effective use of the Locator:

- On the CRS Agency Intranet homepage, the **"Employee Locator"** link is on the right side of the screen.
- The Employee Locator is ONLY for short-term visits or TDYs to a country that is not your official post of duty. It should not be used to indicate transfers of assignment in process.
- National staff and others not on the automatic drop-down list of names on the Locator can still input their travel information. Just select "Other" at the very bottom of the drop-down list and then enter the name manually.
- Delete old travel information from your record to help others find you more quickly.
- Each international staff member, resident or visitor, is advised to register with their country's consular office within 48 hours of arrival. Registration ensures that the relevant authorities are aware of each citizen's location and his/her emergency contact information for timely assistance. U.S. citizens can register online at <https://travelregistration.state.gov/>. The U.S. Consulate requires that U.S. citizens renew/update their registration at the beginning of every year.
- When in place, curfews must be strictly adhered to. Curfews are infrequent, and will vary between locations and over time, so all staff is responsible for checking with their relevant security focal person on the status of any movement restriction.
- Due to the hazards of road travel in general, intra-city travel is not permitted after dark regardless of the security phase.
- All official travel outside of duty station must first be approved by completing a CRS Travel Authorization Form. Prior to departure and after arrival, staff must notify their supervisor and the Head of Office at their destination, either verbally or via SMS text message.

Driving CRS Vehicles

- A driver's license that is valid in-country is required to drive CRS vehicles.
- Driving in large cities requires defensive driving skills.
- **Seat belts are mandatory.**
- Each car should be equipped with registration and insurance documents, spare tire and tools, tow ropes, torch lamp and batteries, first aid kit, emergency contact list, map, emergency warning triangle.
- In the event of an accident, report it to the nearest police station, or wait until a police officer arrives.
 - Move out of the traffic if possible (and legal), but do not leave the scene.
 - Collect the maximum information, including license tag numbers, from anyone else involved and try to get witness information as well.
 - Immediately inform the CR and /or the Administration Manager.
- Vehicles used for travel in rural areas also include a shovel and a tow chain.
- At end of each day, fuel, oil and water should be checked and refilled. Vehicles should always have their fuel tanks at least half-full.
- All international and key national staff should know where spare keys are kept in the office.
- Vehicles carrying CRS staff must be driven at moderate speeds (check with fleet manager for speed limits on different road conditions) and should not pass on hills or curves where visibility is limited. It is the responsibility of staff to insist that vehicles are always driven safely, whether CRS, partner, or rented vehicles. Drivers, in turn, have the right and responsibility to reduce speed or stop vehicles in order to ensure the safety of passengers.
- Vehicles must always be parked in a secure, guarded location, or accompanied by the responsible driver. Vehicles should not be left unattended in exposed, public locations.
- Vehicles should be parked in the direction which affords the easiest, quickest exit.
- No one is permitted to travel in the rear bed (payload) of pick up trucks.
- Always keep vehicle doors locked and windows closed when vehicle is parked. Do not leave any equipment or valuables visible inside.

Using Motorbikes

- A special driving license may be required.
- Maximum size is 125 cc.
- Wearing a helmet is required.
- Observe speed limits.
- Non-CRS passengers are not permitted to ride or drive a CRS motorbike.
- Travel after dark is not permitted.
- Always keep motorcycles locked, they are a high-value asset.

Road Travel

Prior to travelling by road to visit CRS activities, consult with other NGOs, partners, and/or the UN. The following guidelines are to be followed by all CRS (national and international) staff:

- Leave a written copy of your travel itinerary with the security officer.
- Use a CRS driver (as appropriate/available).
- Ensure that there is at least one fully charged mobile phone (or sat phone if appropriate) along with a charger and relevant contact numbers available in the vehicle.
- Perform a vehicle check before leaving.
- Bring along food and water in case you get delayed.
- After you depart your location, contact the CRS office upon arrival and again when you plan to return. Arrival and Departure times should be recorded in a notebook.

- Only drive on roads that are used regularly by locals.
- Fasten your seat belt.
- If you have to change your predetermined route, advise CRS of the change.
- Avoid road travel at night.
- Return to your home office immediately if there is any sign of danger on the road.
- Any decision to travel to a new or potentially insecure area must be made in consultation with the Security Officer (SO) or alternate SO. CRS personnel should not travel for the purpose of ascertaining the safety of roads, nor should CRS personnel participate in any trips organized for this purpose.
- If you must drive on *known* potentially insecure or recently inaccessible roads, always use two (2) vehicles.

Vehicle Accident Prevention

The best way to respond to vehicle accidents is to prevent them by practicing general road safety and driving defensively. All persons operating CRS vehicles are encouraged to use the following procedures:

- 1. Comply with Speed limits.
- 2. Road travel should not occur prior to dawn or after dusk. Staff should plan departure times to reach a daily or final destination before twilight. The following destinations and corresponding departure times apply (example from CRS/Ethiopia):

• Adigrat (from Dessie)	6:00 a.m.
• Alem Tena	2:00 p.m.
• Dessie	6:00 a.m.
• Dire Dawa	6:00 a.m.
• Emdibir	2:00 p.m.
• Hosanna	6:00 a.m.
• Kombolcha	6:00 a.m.
• Mekelle (from Dessie)	8:00 a.m.
• Meki	2:00 p.m.
• Nazareth	3:00 p.m.
• Wonji	2:00 p.m.

- Limit the duration of uninterrupted driving. For long trips, the driver should stop to rest for 15 minutes every 2 hours.
- Limit the number of consecutive long-distance travel days. On trips lasting over 2 days, an alternate driver should be among the passengers so that no driver is asked to drive longer than 16 hours beyond 2 consecutive days.
- Read the country's Driver's Manual, (translations into English are helpful) and respect the rules and regulations therein.
- Drive defensively: Expect that other drivers will NOT obey the rules.

Vehicle Accident Response

In the event of a vehicle accident, take the following measures when possible:

- Assist yourself and other passengers to safety.
- Contact the Head of CRS Administration, the SO, or alternate SO.
- Contact the local police/administration or NGO representatives in the area.

- If persons outside of your vehicle were affected, assess the risk of mob justice against you and determine whether it is advisable to offer to help them. Use your best judgment assessing the security situation.
- Make sure to get the full name of the drivers of other vehicles involved in the accident, as well as their driving license number, vehicle plate number and insurance carrier name and policy number.
- Make sure to get the full name, badge number, and duty posting of any police personnel who are present at the scene, and try to get them to accompany you to the police station.
- In the presence of other CRS staff other NGO personnel, proceed to the police station and file a report.
- Complete the CRS Vehicle Incident/Accident Report Forms and submit it to CRS Administration.

Air Travel

Consider whether air travel in the operating context requires specific guidance to staff, i.e. which airlines are permitted, which are prohibited for staff travel for safety reasons.

COMMUNICATIONS

Radio Communications:

- Radios are to be used for official purposes only.
- Never discuss matters relating to CRS's finances or cash handling on the radio.
- Never discuss politics or anything that could endanger your or anyone else's security. Be aware of the fact that anyone can be listening in to your messages.
- Handsets should only be used to transmit important messages. All communications should be kept brief and to the point.
- Except in extreme emergencies, handsets should not be used in front of military authorities or police.
- Call signs, and not person's names, should be used in radio communications. Every staff member should familiarize himself with necessary call signs.
- In the event of an emergency, keep calm in order to make yourself understood.

Specific call signs or codes used during radio communications to refer to people, locations, or high value assets is maintained confidentially in a separate document, and shared with staff on a need-to-know basis.

Mobile Phones

All CRS staff must maintain a working mobile phone, with network coverage in the staff person's duty station. Human Resources and the security focal person within each office maintain a list of staff contacts, and must be immediately informed of any changes in contact information. Mobile phone batteries must always be charged and mobiles kept switched on (on silent mode during meetings). Contact numbers for the CR, Heads of Office (HOOs), security focal persons, fleet managers, and all other important contacts are saved into the phones for easy access. Depending on the length of stay and the nature of visit, official visitors and TDY staff will be issued either a pre or post-paid mobile phone immediately after their arrival.

Satellite Phones

Staff traveling to isolated communities where mobile phone reception does not exist must request a satellite phone from their respective administration department. Administration is responsible for ensuring that these phones are fully charged, in working condition, with

adequate credit. Both AC and car chargers must also be issued. Individual staff is responsible for the care and safe return of satellite phones in their possession while in the field.

Key Contacts

An updated contact list, called the Constant Companion, must be carried by staff at all times. It includes all names and telephone/fax numbers to be contacted in case of emergency, as outlined in the Field Security Plan.

Updating Changes in the Security Situation

Any changes in the security situation and all security incidents, however minimal, must be promptly reported to the CR or his/her designate. This includes any incident that has a direct impact on the security and safety of a CRS staff member or CRS property. Reports of security incidents directly involving CRS staff or property must be immediately shared with the CR or designate, via the Security Incident Report Form. See Chapter 11 Useful Forms and Graphics for the form. The CR will report any relevant information to the RD. For tracking security trends, see Chapter 13 Appendices Annual Security Incident Report for WARO and CARO.

MANAGEMENT OF OFFICES AND RESIDENCES

Confidential Data

All CRS offices must have a lockable file cabinet for the storage of confidential documents, such as personnel files and sensitive security reports.

Guards

Offices and permanent residences are guarded by CRS (staff or contracted) guards. Guards are unarmed, and receive a comprehensive training and orientation upon their hiring. Any concerns related to their work should be addressed to the Administration Manager and security focal person within their respective office.

Office Environment

All offices are guarded 24 hours/day by CRS security guards. Office hours may vary between winter, summer, and Ramadan, and can be confirmed with the relevant Administration Manager.

- Offices should be equipped with motion sensitive external lights, and locked outside of office hours. Any concerns about office security should be referred directly to the respective HOO and security focal person.
- The last person to leave the office should double lock the door.

Visitors:

All visitors (non-CRS staff) must register at a clearly identified entry point, indicating who they are visiting and the purpose of their visit.

- CRS Guests will be issued a Visitor ID Card, which must be publicly displayed at all times and returned upon departure.
- Official Visitors will be supplied with a separate Visitor Information packet upon their arrival.
- All guests will receive a security briefing and be given a copy of the Constant Companion document.
- Unknown persons should be approached and politely asked if they need assistance.

CRS guests and all new staff will receive a security briefing upon arrival. This meeting will be conducted by the acting security officer and will consist of:

- For CRS staff, the briefing will include all of the material in these guidelines, which staff will subsequently be required to read and sign the Statement of Staff Understanding of Security Guidelines thus acknowledging that they have read and understood the material.
- An updated Constant Companion telephone list, noting staff currently out of the country.
- An update on the current security level and latest security related events.
- Clarification of any document received prior to arriving in country.
- A copy of the organizational chart.
- A copy of a local map and the addresses of essential locations and facilities (including medical facilities).

Fire Safety

- All offices must have clearly marked, accessible fire extinguishers and emergency exits.
- Know where the extinguishers are located in the office and your residence and know how to use them.
- Unplug electrical appliances when you leave for several days.
- If an electric fire breaks out, do not attempt anything before the power has been turned off.
- Know where the fuse box is in the office and in your residence.
- If you must go through smoke to escape, keep low. The cleanest air will be 12 to 14 inches (30 to 35 centimeters) above the floor. Crawl on your hands and knees to get to the nearest safe exit. If possible, cover your mouth and nose with a damp cloth or handkerchief.

List of Equipment/ Inventory

The Manager of each department has a list of all essential documents and equipment, and has assigned the selected items to specific individuals for removal in case of emergency (such as evacuation due to fire or conflict). Department Heads have provided the SO with a copy of this list. Additionally, a list of emergency equipment kept at International Staff residences is provided to each international staff member. The administration Department Manager is responsible to ensure that other Department Managers update their departmental lists as the Country Program's inventory is updated.

Naming a Security Officer per Household

Each international staff member is considered Security Officer in his/ her own household, except in cases where s/he spends a large amount of time travelling. In this case, the spouse is named as SO.

Maps To Each House/Office

This Field Security Plan includes maps to each of the residences of CRS international staff working in X country.

Maps In Each House/Office

Each International Staff member is provided with a security orientation packet, including this plan, and other information and items useful in emergencies. Among these items will be a map showing the location of CRS buildings, police stations, hospitals, other NGOs' buildings, embassies, meeting points for evacuation, etc. A similar map will be posted in CRS head office and sub offices. Maps to international staff residences are also provided.

Emergency Stocks/Safe Rooms

If safe rooms are called for by the local risk environment, state this as a SOP, along with what kinds of emergency stocks should be kept in the safe room and whose responsibility it is to maintain those stocks.

STAFF HEALTH

- For information related to health risks and preventive measures, staff should consult the website of the U.S. Centers for Disease Control and Prevention (CDC): <http://www.cdc.gov/>.
- Each international staff member must fill out a medical profile form immediately upon arrival to the posting. The CRS office keeps this medical profile and emergency contact information on file for all international staff members. All core national staff should be made aware of the location of the medical file. (See Chapter 11 Forms and Graphics for an example Medical Profile Form).
- All staff is encouraged to know their health status. All staff should be aware of his/her blood type, allergies, and immunization record, keeping track of when it is time for booster shots and new vaccinations. All staff should carry ID cards with emergency information.
- All CRS drivers are trained in basic first aid. (or whatever the country's policy is. Ideally anyone who regularly uses CRS vehicles at a minimum should have basic first aid training).

Malaria

All staff should take the appropriate precautions for malaria when traveling to affected areas. These include the following recommendations:

- Take prophylaxis medication when traveling to malaria prone areas.
- Sleep under a treated mosquito net.
- Wear pants, long sleeved shirts and socks after dusk.
- Keep your office/residence mosquito free by covering water containers, keeping doors and windows shut at night, and performing routine spraying.

If you notice ANY symptoms, no matter how minimal, have a blood test done immediately. Some common symptoms include fatigue, headache, body aches, fever, chills, nausea, vomiting and diarrhea. Since the symptoms and stages can vary so widely, it can be difficult to tell if you have malaria. The key to avoiding serious complications is early detection, followed by appropriate treatment. Never wait, because complications can develop very rapidly.

HIV/AIDS

Upon joining the program, CRS staff should receive a preliminary training or briefing on the nature of the disease, how it is transmitted, and how it can best be prevented. As is the case in most foreign countries, international staff must take great care to understand how their personal behavior can not only affect their health, but also the image of CRS as a humanitarian NGO.

: NOTES :